Behavior in Organizations Syllabus  
MGMT 3312 – 001, 002, & 003  
Fall 2011

Instructor: Dr. Margaret Lucero  
Office: OCNR 318  
Office Hours: Mondays 11-1 & 2-3  
Wednesdays 11-1 & 2-3  
Phone: (361) 825-2403  
Fax: (361) 825-5609  
Email: margaret.lucero@tamucc.edu (when a faster response is needed)  
All grade related issues should use the email system in the Blackboard course  
Websites: Blackboard https://iol.tamucc.edu/ and  
Connect http://connect.mcgraw-hill.com/  
Class Times:  
Mon., Wed., & Friday 9:00 – 9:50 a.m. (section 001)  
Mon., Wed., & Friday 10:00 – 10:50 a.m. (section 002)  
Mon., Wed., & Friday 1:00 – 1:50 p.m. (section 003)

Required Materials: The text is Management: A Practical Introduction, 5th edition  
Kinicki & Williams, McGraw-Hill., 2011  
The Connect supplement is required and comes packaged with the text

Prerequisite: Junior standing or above

Course Description:  
This course addresses interactions of individuals and groups in work environments. Topics include decision-making, motivation, leadership, power, conflict, stress, and diversity. Other coverage includes management functions and environmental constraints affecting managerial practice and decisions.

Learning Objectives:  
After completing this course students should be able to:  
- Understand the scope, roles and functions that are essential to management.  
- Describe the historical evolution of management thought and practice.  
- Discuss and apply the major concepts and theories for topics that include decision-making, motivation, leadership, organizational culture, power, conflict, stress, and diversity.  
- Understand the ethical concerns and social responsibilities of organizations.  
- Describe the stages, processes, and dynamics involved in team/group management.  
- Understand critical internal and external environmental factors and their influences on organizations.  
- Contrast the key approaches to organizational structure and relate them to important organizational considerations.

Relationship to Other Coursework:  
MGMT 3312 is a foundation course for the majors in General Business and Management, and the minor in Business Administration (for nonbusiness majors). It provides the groundwork for an understanding of organizational dynamics and managerial functions, and a framework for integrating the various specialized topics covered in other management courses.
Major Field Test:
The Major Field Test (MFT) is required for all students pursuing the Bachelor of Business Administration degree and will be administered in the MGMT 4388, Administrative Policy and Strategy course. To prepare for this test, business majors are advised to retain their class notes, textbooks and other relevant materials from this class and the other business core courses and to fine-tune their readiness for the MFT by completing the online MFT review available through the COB website at www.cob.tamucc.edu.

Instructional Methodology:
Lecture, discussion, and video presentations will be used to involve each student in the course content. Article reviews will serve to demonstrate the relevance of the material and demonstrate the concepts in "real world" situations. Research projects are designed to stimulate analytical processes and problem solving skills. Students are encouraged to ask questions and to fully participate in the class discussions.

Performance Evaluation and Grading:
Exams: 450 points (3 section exams each worth 150 points)
   80 points (Required Exam over four functions and chapter 16)
Homework: 300 points (Learnsmart and quizzes in Connect, extra 20 points may be earned)
Class work: The student can apply up to 170 points to their grade
Final exam: 150 points (comprehensive and may be substituted for one section exam grade)

Exams – The material is broken into three segments which will then be followed by a 150-point exam. Each exam will be offered according to the schedule. Students that are late to class will generally not be provided extra time to complete the exam, so please come on time. Make-ups for missed exams are only offered under very limited circumstances (which might include university sponsored events, work issues, and family crises), but generally do not include minor illnesses. Permission before the scheduled class is required to qualify for a make-up exam. If permission for a make-up has been given, an alternative form of the exam (such as all essays) might be substituted at the instructor’s discretion. All make-ups should be completed within one week of the absence. The final exam is comprehensive and may be substituted for one section exam. In addition, all students are required to take an exam covering the four functions of management including chapter 16 at the end of the semester.

Homework – This portion of the grade will include a number of chapter assignments. The purpose of these assignments is to enhance student comprehension of major concepts. Homework for each chapter will be available in the Connect course supplement. It is the student’s responsibility to keep track of homework and submit it on time. Only limited exceptions (for example, University excused absences) regarding homework make-ups will be made. A reschedule will be posted if the entire class is impacted (for example, area flooding and power outage). In most other cases no credit will be given for late work.

Other assignments and class work - To encourage attendance additional assignments and/or quizzes may be completed during class or on-line. More points will be offered than the 170 points that are required, so please do not spread illness in the classroom. Make-ups or substitutions will only be offered to students that have University excuses and/or at the discretion of the professor. All make-ups must be completed within one week of the absence.
Extra credit – Up to twenty additional points may be earned by completing more than the minimum required homework points. Other opportunities to earn extra credit may be offered during class or by completing other specific professional activities outside of class that have been identified and posted in advance by the instructor.

GRADING: (scores are generally not rounded up to the next higher grade)
- A 900 – 1000
- B 800 – 899
- C 700 – 799
- D 600 – 699
- F below 600

Oral and Written communication Content:
Various assignments throughout the semester require the use of written and oral communication. All submissions must be typed in appropriate format. Students are expected to use editing packages available such as spell checker, thesaurus, and grammar checker. Careless mistakes will be penalized. Oral communication is required during the informal exchange of ideas, and in various group activities. Students are also given the opportunity to make individual presentations.

Attendance:
Attendance for all classes is expected. Students should be in their seats and ready to work at the beginning of the class. Attendance will be taken during each class. On-line activities may be offered in place of all or part of a class. These activities will be posted in Blackboard. For expected or planned absences that may qualify for make-ups, it is the student’s responsibility to notify the instructor at least two business days immediately preceding each absence in writing or by email. The professor will advise the student if they are approved for a make-up. Students attending every class will complete enough work during class to qualify for points exceeding the 170 points required for the course. This will enable students to take sick days when needed. This is a “no fault” policy, which means you can take days off for a good reason or no reason, but please choose your absences wisely. Tardiness and inattention to class can result in a decrease in these attendance points, please come to class on time and participate in all activities.

Class cancelations and campus shut-downs:
In case of class cancellations and campus shut-downs course activities, lectures, and other supplements will be provided on-line. Cancellations and shut-downs may occur unexpectedly; therefore it is important that each student understand class expectations and have their emergency back-up plan in place. If possible, information will be provided in the Blackboard course for the replacement of any missed work. If Blackboard is not functional, all information will be provided through the Connect course site. This should enable each student to keep up with the scheduled work.

Technology Applications:
Knowledge of word processing and PowerPoint is necessary to complete article reviews. Additionally, the student must be familiar with resources available through the Internet and the World Wide Web as used for relevant management data. E-mail communication is encouraged for routine communications; however it is discouraged for more personal, non-routine communications where face-to-face contact is more appropriate.
Ethical Perspectives:
Ethics are addressed in lecture and in the cases.

Global Perspectives:
Foreign and domestic cultural norms and values will be discussed as well as other global issues as they arise.

Demographic Diversity Perspectives:
Diversity will be discussed specifically when considering human resources, as well as throughout the course as issues arise.

Political, Social, Legal, Regulatory, and Environmental Perspectives:
Social influences, legal, regulatory, and environmental issues are discussed in the context of stakeholder concerns, as well as other regulatory issues and the constraints and opportunities resulting from environmental change.

Academic Honesty:
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity, or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) All assignments and exams are expected to be done independently unless otherwise specifically noted in the instructions. Sanctions for a student's academic dishonesty may include, but are not limited to recording a zero for the specific test, examination or class assignment which involved dishonesty; or recording an F (Failure) for a final course grade. Students that assist or enable the academic dishonesty of others will receive similar sanctions. Dishonesty cases may also be reported to University officials.

Dropping a Class:
I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with me before you decide to drop to be sure it is the best thing to do. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. April 1, 2011 is the last day to drop a class with an automatic grade of “W” this term.

Grade Appeals
As stated in University Rule 13.02.99.C2, Student Grade Appeals, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Rule 13.02.99.C2, Student Grade Appeals, and University Procedure 13.02.99.C2.01, Student Grade Appeal Procedures. These documents are accessible through the University Rules Web site at http://www.tamucc.edu/provost/university_rules/index.html. For assistance and/or guidance in the grade appeal process, students may contact the Office of Student Affairs.
**Code of Ethics:**

This course, and all other courses offered by the College of Business (COB), requires all of its students to abide by the COB Student Code of Ethics (available online at [http://www.cob.tamucc.edu/](http://www.cob.tamucc.edu/)). Provisions and stipulations in the code are applicable to all students taking College of Business courses regardless of whether or not they are pursuing a degree awarded by the COB.

**Disabilities Accommodations:**

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 or visit the office in Driftwood 101.

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816.

**PROFESSIONAL CONDUCT:**

Due to the impact on others, students are expected to adhere to professional conduct throughout this course. Students that do not adhere to professional conduct as described below and as represented in the College of Business Code of Ethics may be asked to leave a class session and will lose any credit for work completed during that session. It is expected that every student will contribute to a positive learning environment including:

- Coming to class on time
- Being prepared for class
- Preventing classroom disturbances by refraining from the use of cell phones or leaving class to take phone calls or using other electronic equipment including computers if it is disruptive to others
- Minimizing involvement in side conversations
- Focusing on the course, participating fully in class activities, taking notes during lecture
- Providing other students the opportunity to express themselves and listen attentively
- Completing and submitting all coursework on time

**Tentative Schedule – Fall 2011**

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<thead>
<tr>
<th>Dates</th>
<th>Topics</th>
<th>Chapters</th>
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<tbody>
<tr>
<td>Wed. Aug. 24</td>
<td>Introduction to management</td>
<td>1</td>
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<tr>
<td>Fri. Aug. 26</td>
<td>Management skills and roles</td>
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<td>Mon. Aug. 29</td>
<td>Classical viewpoints</td>
<td>2</td>
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<tr>
<td>Wed. Aug. 31</td>
<td>More contemporary viewpoints</td>
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<td>Fri. Sept. 2</td>
<td>Three environments</td>
<td>3</td>
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<td>Mon. Sept. 5</td>
<td>Holiday – no class</td>
<td></td>
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<tr>
<td>Wed. Sept. 7</td>
<td>Ethics &amp; social responsibility</td>
<td></td>
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<tr>
<td>Fri. Sept. 9</td>
<td>Globalization</td>
<td>4</td>
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<tr>
<td>Mon. Sept. 12</td>
<td>International management</td>
<td></td>
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<tr>
<td>Wed. Sept. 14</td>
<td>Planning</td>
<td>5</td>
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Fri. Sept. 16  MBO and goals
Mon. Sept. 19  Review for section exam I
Wed. Sept. 21  Exam I over chapters 1 - 5
Fri. Sept. 23  Strategic planning
Mon. Sept. 26  Formulating strategies
Wed. Sept. 28  Making decisions
Fri. Sept. 30  Group decision making
Mon. Oct. 3   Organizational culture
Wed. Oct. 5   Organizational structures
Fri. Oct. 7   Organizational design
Mon. Oct. 10  Human resource management
Wed. Oct. 12  Managing the workforce
Fri. Oct. 14  Managing change
Mon. Oct. 17  Promoting innovation
Wed. Oct. 19  Review for section exam II
Fri. Oct. 21  Exam II over chapters 6 - 10
Mon. Oct. 24  Personality
Wed. Oct. 26  Values & attitudes
Fri. Oct. 28  Early motivation concepts
Mon. Oct. 31  Contemporary motivation concepts
Wed. Nov. 2  Applying Motivation Concepts
Fri. Nov. 4  Groups and Teams
Mon. Nov. 7  Group processes
Wed. Nov. 9  Managing Conflict
Fri. Nov. 11  Power
Mon. Nov. 14  Leadership approaches
Wed. Nov. 16  Improving communication
Fri. Nov. 18  Review for section exam III
Mon. Nov. 21  Exam III over chapters 11 - 15
Wed. Nov. 23  Enhancing control
Fri. Nov. 25  Thanksgiving Holiday – no class
Mon. Nov. 28  Tools for control
Wed. Nov. 30  Review for exam over four functions
Fri. Dec. 2  Required Exam over the four functions and chapter 16
Mon. Dec. 5  Review for comprehensive, optional final
Final Exams  According to University schedule